

employer
brand research
2018



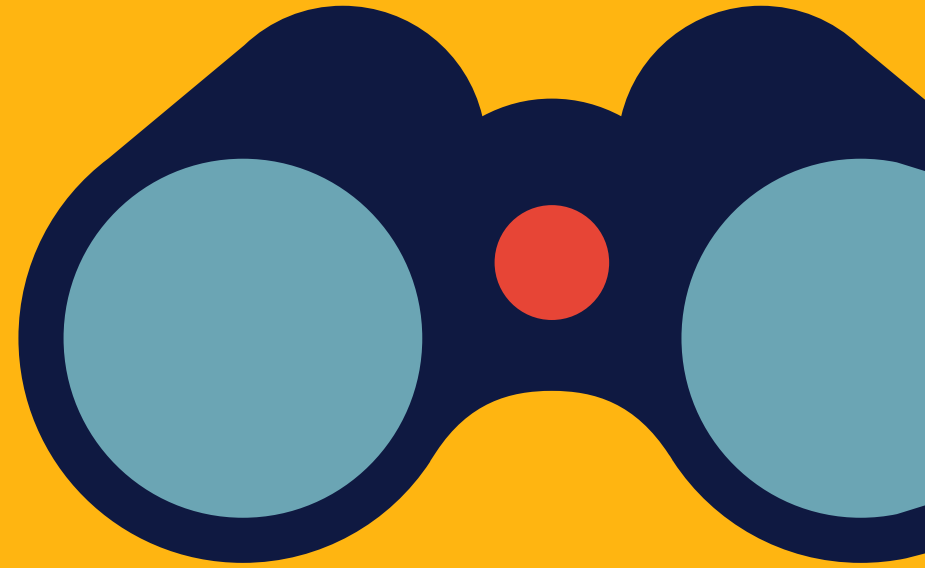
country report
usa.

 randstad

human forward.

content.

- 1 introduction
- 2 country results
- 3 sector insights
- 4 top employers
- 5 deep dive
- 6 methodology



introduction.



why employer branding matters.



Companies with positive brands get twice as many applications as companies with negative brands, and they spend less money on employees.¹

50%

of candidates say they wouldn't work for a company with a bad reputation – even with a pay increase.¹

80%

of workforce leaders agree that a strong employer brand has a significant impact on their ability to hire a great workforce.² As people work for cultures, not companies, their perception of you as an employer is of paramount importance. Both recruiters and candidates cite company culture as one of the most important determinants in employer choice. Also, if your culture is transparent: candidates actively research the culture of companies to understand if they'll fit. If candidates see positive employee and candidate experiences on review sites, they feel more confident submitting their resume and making a career move.

96%

agree that alignment of personal values with a company's culture is a key factor in their satisfaction working there.³

62%

of candidates research companies on social media before applying.⁵

88%

millennials and minorities agree that being part of the right company culture really matters to them.³



companies with bad reputations pay 10% more per hire.⁴

87%

joined a company specifically because of cultural fit.³

80%

have left a company specifically because of its culture.³

the employer brand roadmap.



what is the randstad employer brand research?

- **representative employer brand research** based on perceptions of the general audience. Optimizing 17 years of successful employer branding insights.
- **independent survey** with over 175,000 respondents in 30 countries worldwide.
- **reflection of employer attractiveness** for the country's 150 largest employers known by at least 10% of the population.
- **valuable insights** to help employers shape their employer brand.



30 countries surveyed covering more than 75% of the global economy.

Austria
Australia
Argentina
Belgium
Brazil
Canada
China
Czech Republic
Dubai
France
Germany
Greece
Hong Kong
Hungary
Italy
India
Japan
Luxembourg
Malaysia
New Zealand
Netherlands
Poland
Portugal
Russia
Singapore
Spain
Sweden
Switzerland
UK
USA



worldwide

- over 175,000 respondents
- 5,755 companies surveyed

sample

- aged 18 to 65
- representative on gender
- overrepresented on age 25 – 44
- comprised of students, employed and unemployed workforce

country

- 4813 respondents

fieldwork

- online interviews
- between 06 december and 21 december 2017

length of interview

- 16 minutes

employer brand research set up.

30 companies per respondent

'do you know this company?':
determines awareness.

for each company known

'would you like to work for this company?':
determines attractiveness.

each company known

rating on a set of drivers:
determines reason for attractiveness.

randomly assigned

the 30 companies shown to respondents are assigned randomly based on their awareness level registered in the previous year.

companies with a higher awareness are shown less often while companies with a lower awareness are shown more often. New companies are shown 1400 times for the first time they are researched.

number of evaluations

the smart sampling method ensures a mix between more and lesser known companies and also that the number of evaluations per company is between n=140 and n=400. This base is statistically robust for being able to draw generalized conclusions about the findings.

drivers

each company is evaluated on:

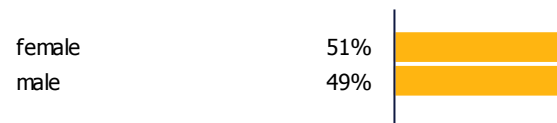
- 01 financially healthy
 - 02 uses latest technology
 - 03 very good reputation
 - 04 job security
 - 05 career progression
 - 06 gives back to society
 - 07 interesting job content
 - 08 pleasant work atmosphere
 - 09 work-life balance
 - 10 attractive salary and benefits
-



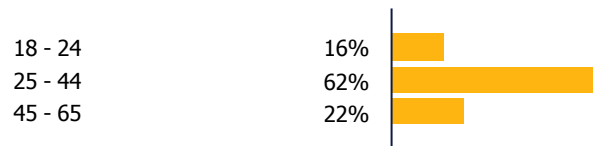
sample composition

socio-demographics, employment situation, region.

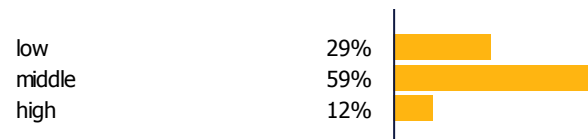
gender



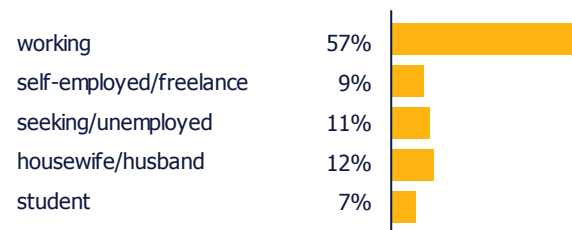
age



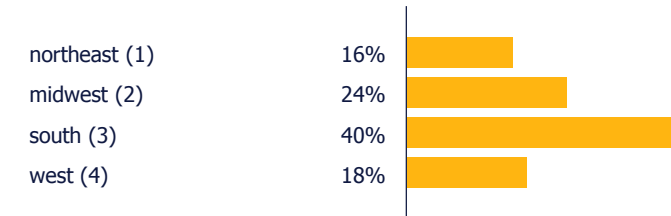
education



situation



region



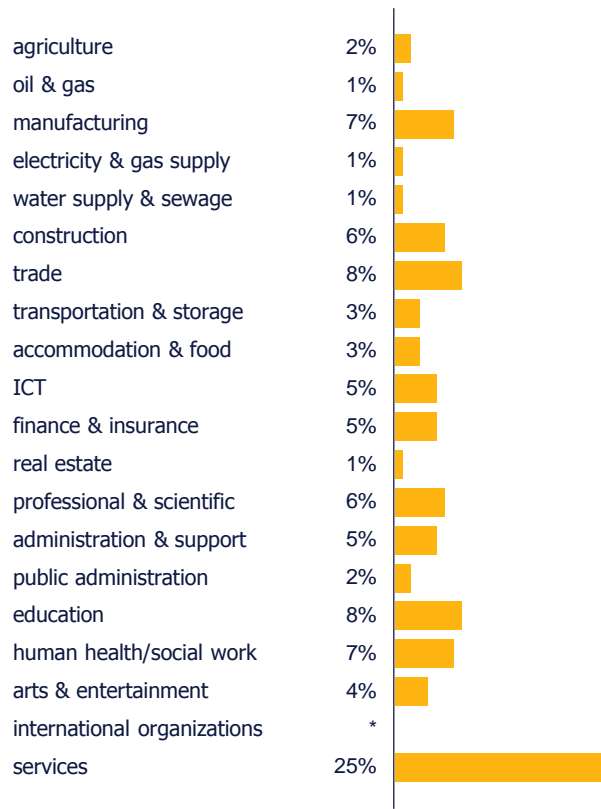
1. Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont
2. Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin
3. Alabama, Arkansas, Delaware, District of Columbia, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, West Virginia
4. Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming

total sample: n=4813
 fieldwork: 06 december and 21 december 2017



sample composition sector, function.

sector



* subgroup not present in sample

function

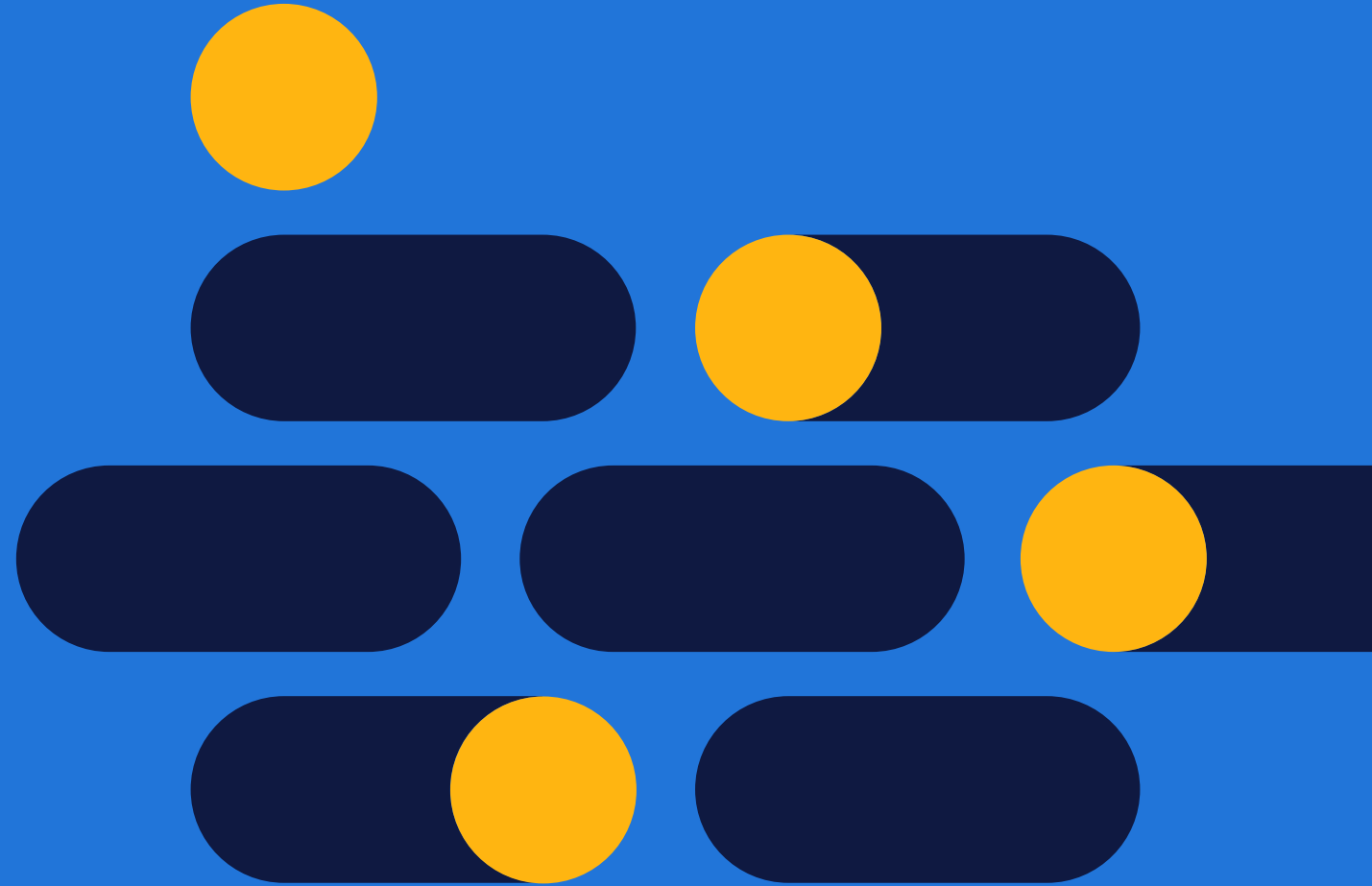


base: currently employed (n=3152)



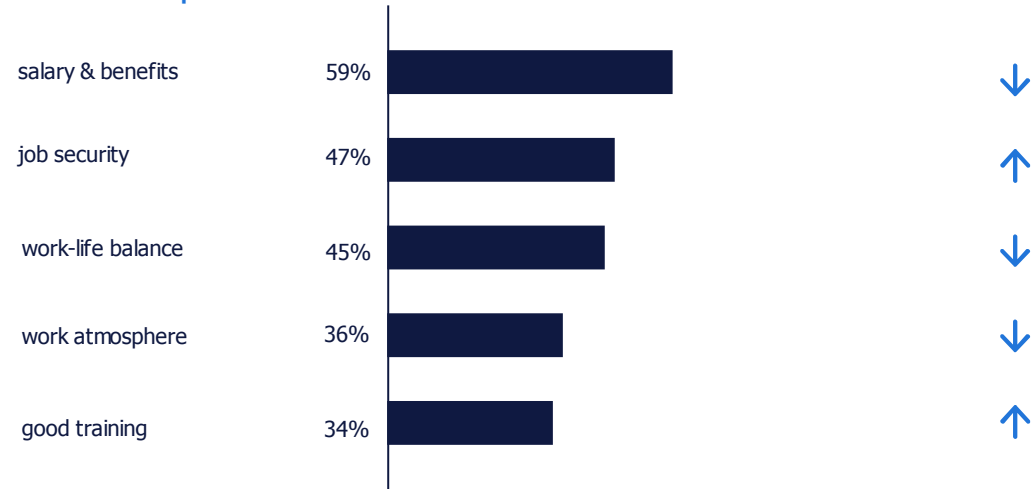
country

results.



what potential employees want when choosing an employer.

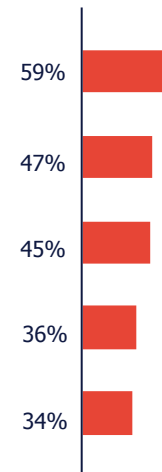
5 most important criteria



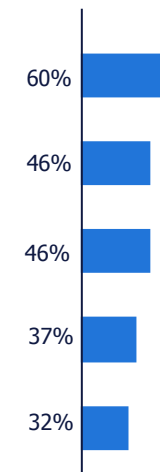
versus 2017



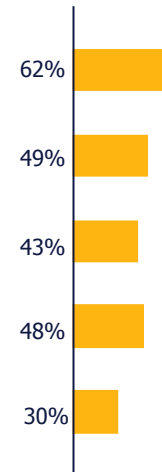
North America



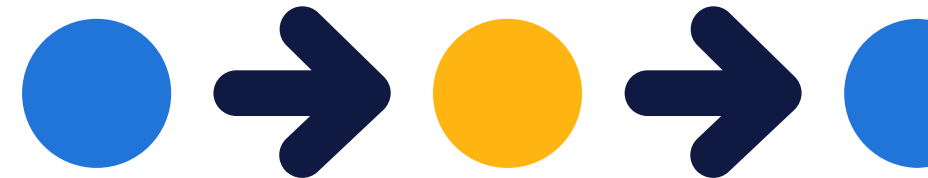
2017



2016



[click here](#) for a breakdown of all results by socio-demographic profile and trends for the last 5 years.



what do potential employees want by socio-demographic profile.



men

35%

men find good training slightly more important than women do.

age 18 – 24

40%

workforce aged 18-24 considers strong management more important than workforce over 25 does.

age 25 – 44

47%

workforce aged 25-44 believes long-term job security is more important than workforce under 25 does.

age 45 – 64

64%

workforce aged 45-64 finds salary & benefits more important than workforce under 45 does.

women

63%

women find salary & benefits more important than men.

higher educated

50%

higher educated workforce finds good work-life balance more important than lower educated workforce.

middle educated

49%

middle educated workforce believes long-term job security is more important compared to the lower or higher educated.

lower educated

39%

lower educated workforce finds good training more important than the middle or higher educated do.

[click here](#) for a breakdown of all results by socio-demographic profile and trends for the last 5 years.

what do potential employees want top 5 by job category and industry.

white collar workers



blue collar workers



manufacturing



base: n=219

information and communication (ICT)



base: n=165



employee - employer exchange in usa and the region.

a gap between what employees seek and what employers offer is a valuable opportunity for your EVP.

employees in usa seek

- 1 salary & benefits
- 2 job security
- 3 work-life balance
- 4 pleasant work atmosphere
- 5 career progression
- 6 financially healthy
- 7 very good reputation
- 8 interesting job content
- 9 giving back to society
- 10 uses latest technology

employers in usa offer

- 1 financially healthy
- 2 uses latest technologies
- 3 very good reputation
- 4 job security
- 5 career progression
- 6 salary & benefits
- 8 pleasant work atmosphere
- 8 work-life balance
- 9 interesting job content
- 10 giving back to society

employers in north america offer

- 1 financially healthy
- 2 uses latest technologies
- 3 very good reputation
- 4 job security
- 5 career progression
- 6 salary & benefits
- 7 pleasant work atmosphere
- 8 work-life balance
- 9 interesting job content
- 10 giving back to society

gap top 3

- 1 salary & benefits
- 2 job security
- 3 work-life balance



how do the americans look for jobs.



20%

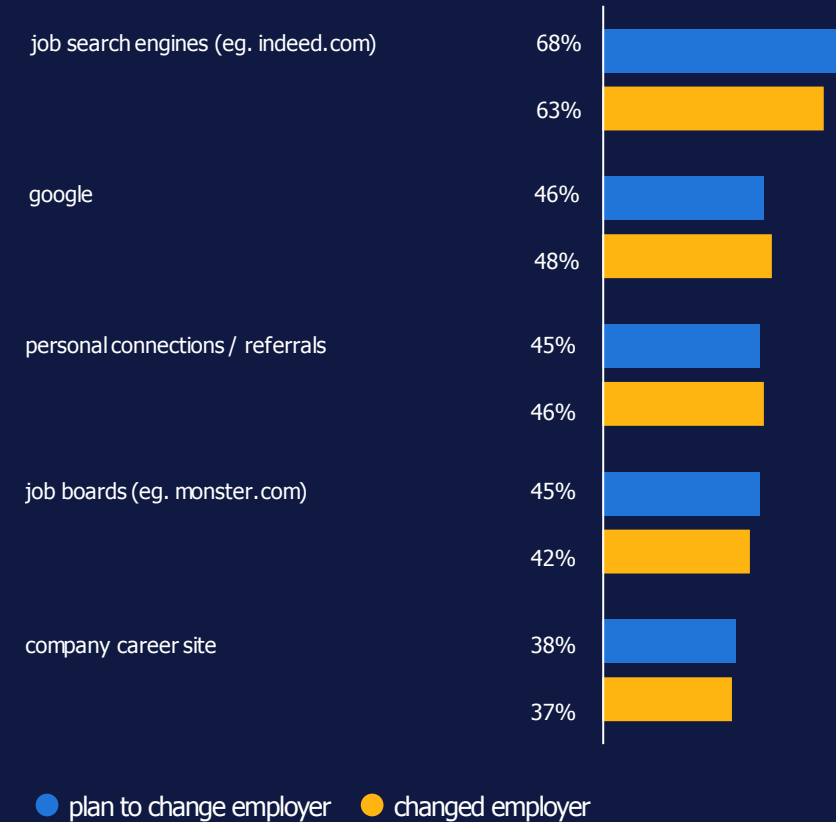
changed employer in the last year.



26%

plan to change employer within the next year.

top 5 channels used to look for a job



how do the americans look for jobs

channels used to find new job opportunities, by profile.

men

42%

men are slightly more likely than women to use google when looking for a job.

age 18 – 24

54%

workforce aged 18-24 is more likely to use google when looking for a job compared to workforce over 24.

age 25 – 44

63%

workforce aged 25-44 is more likely than workforce under 25 or over 44 to use job search engines.

age 45 – 64

51%

workforce aged 45-64 is more likely to use personal connections/referrals when looking for a job when compared to workforce under 45.

women

65%

women are more likely than men to use job search engines when looking for a job.

higher educated

43%

higher educated workforce is more likely to use linkedin than middle or lower educated workforce.

middle educated

64%

middle educated workforce is more likely than lower or higher educated to use job search engines when looking for a job.

lower educated

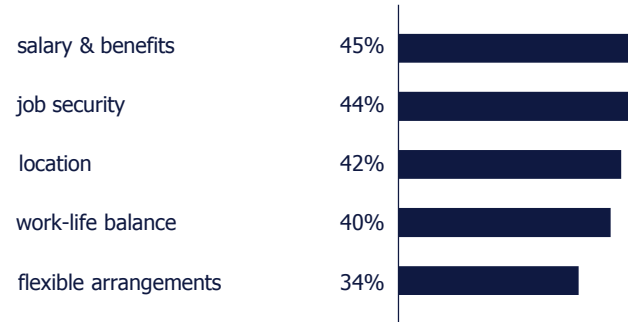
44%

lower educated workforce is more likely than higher or middle educated to use google when looking for a job.

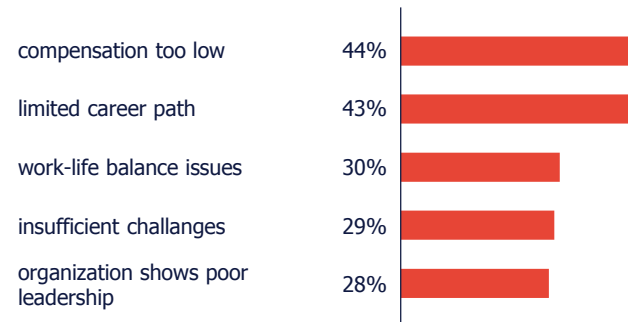


what factors do the americans stay or leave for.

top 5 reasons to stay*



top 5 reasons to leave**



*of the respondents who said they stayed with the same employer for the past year and who do not plan to leave in the coming year

** of the respondents who said they changed employers in the past year or plan to do so in the coming year



what factors do the americans stay for reasons to stay, by profile.

men

47%

men are more likely than women to stay with their current employer if they have a sense of job security.

age 18 – 24

37%

workforce aged 18-24 is more likely to stay with an employer when they offer flexible working arrangements than workforce over 44.

age 25 – 44

45%

workforce aged 25-44 is more likely to stay with an employer if they have a sense of job security, when compared to workforce under 25.

age 45 – 64

45%

workforce aged 45-64 is more likely than workforce 18-24 to stay with an employer if they have a convenient location.

women

42%

women are more likely than men to stay with their current employer if they get the opportunity of a good work-life balance.

higher educated

52%

higher educated workforce is more likely to stay with their employer for salary & benefits than lower or middle educated.

middle educated

33%

middle educated workforce is more likely than lower or higher educated to stay with an employer when the employer is financially healthy.

lower educated

41%

lower educated workforce is most likely to stay with an employer if they have a convenient location.



what factors do the americans leave for reasons to leave, by profile.

men

22%

men are more likely than women to leave their current employer because of the lack of recognition or rewards.

age 18 – 24

38%

workforce aged 18-24 is more likely to leave than workforce over 24 because they lack challenges in their job.

age 25 – 44

45%

workforce aged 25-44 is more likely to leave than workforce aged 18-24 because a lack of growth opportunities.

age 45 – 64

47%

workforce aged 45-64 is most likely to leave an employer because of lower compensation compared to other companies.

women

46%

women are more likely than men to leave their employer because a lack of growth opportunities.

higher educated

48%

higher educated workforce is more likely to leave an employer than lower educated because a lack of growth opportunities.

middle educated

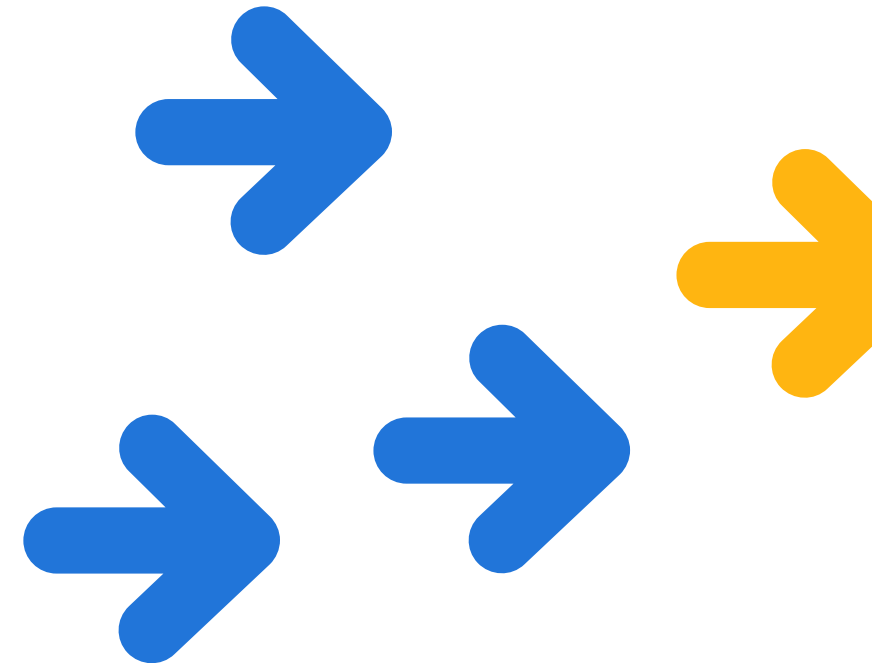
46%

middle educated workforce is most likely to leave because of lower compensation compared to other companies.

lower educated

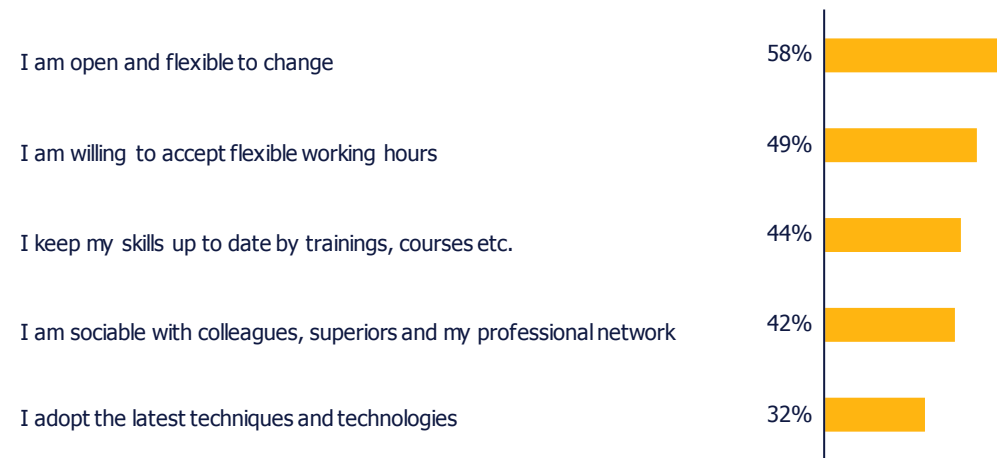
34%

lower educated workforce is more likely to leave than middle educated because they experience work-life balance issues.



actions the americans take in order to stay employable.

top 5



actions americans take in order to stay employable staying engaged as an employee, by profile.



men

56%

men are most likely to be open and flexible to change in order to stay employable.

age 18 – 24

53%

workforce aged 18-24 is more likely to accept flexible working hours than workforce over 24.

age 25 – 44

45%

workforce aged 25-44 is more likely to keep their skills up to date by trainings, courses etc. compared to workforce over 44.

age 45 – 64

59%

workforce aged 45-64 is most likely to be open and flexible to change.

women

45%

women are more likely than men to be sociable with colleagues, superiors and my professional network.

higher educated

52%

higher educated workforce is more likely than the lower or middle educated workforce to keep their skills up to date by trainings, courses etc.

middle educated

61%

middle educated workforce is more likely than lower educated workforce to be open and flexible to change.

lower educated

50%

lower educated workforce is more likely to accept flexible working hours compared to high educated.

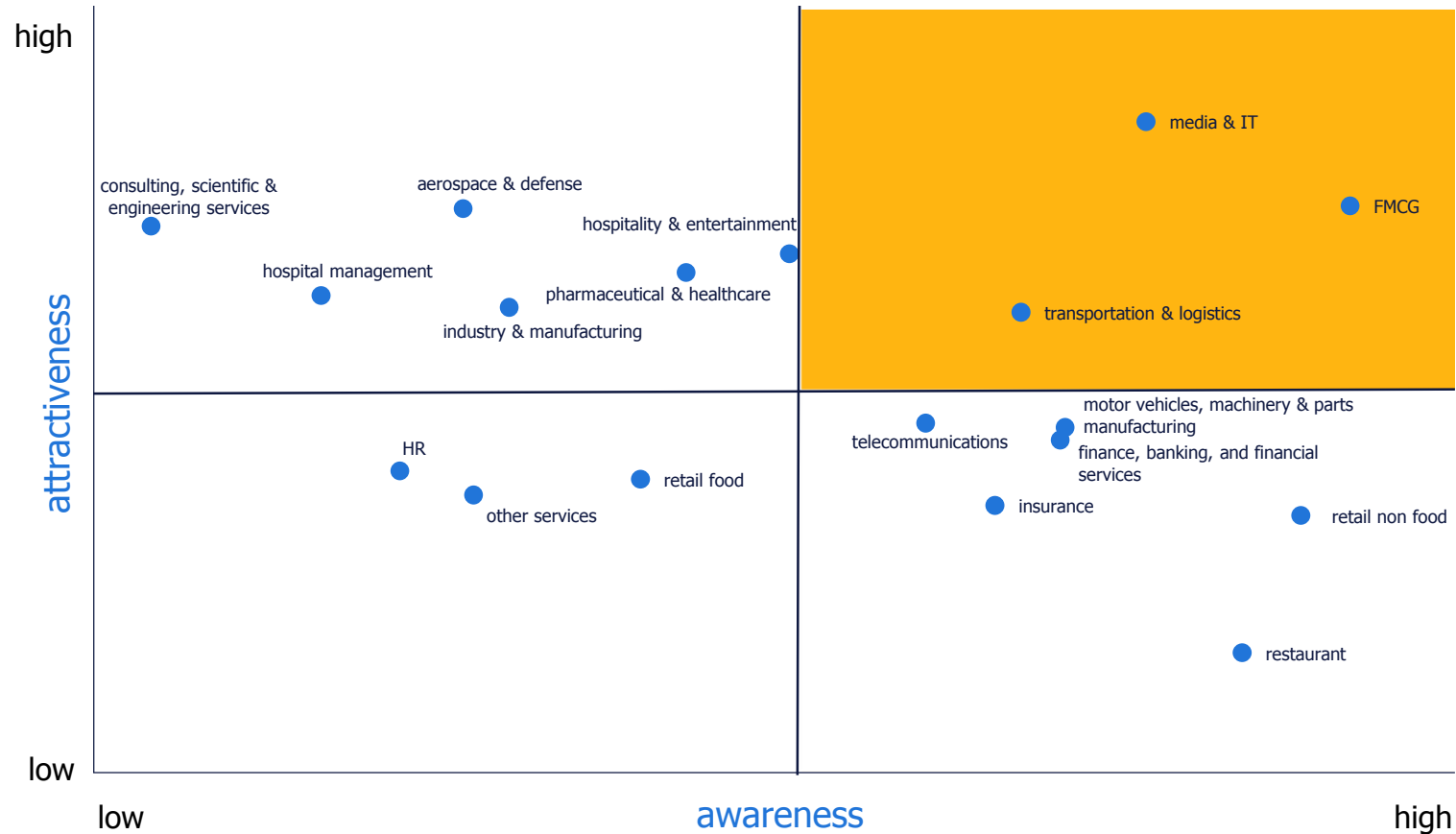
sector



insights.



top performing sectors in usa by awareness and attractiveness.



high awareness

having a high awareness means that employers in the sector are widely known.

high attractiveness

a sector with high attractiveness contains more highly attractive companies than other sectors.



top 3 sectors in usa by EVP driver.

EVP driver	1	2	3
salary & benefits	consulting, scientific & engineering services	aerospace & defense	media & IT
career progression	consulting, scientific & engineering services	media & IT	aerospace & defense
financially healthy	media & IT	FMCG	pharmaceutical & healthcare
gives back to society	consulting, scientific & engineering service	hospital management	FMCG
interesting job content	media & IT	consulting, scientific & engineering services	aerospace & defense
job security	media & IT	pharmaceutical & healthcare	FMCG
pleasant work atmosphere	media & IT	consulting, scientific & engineering service	hospitality & entertainment
uses latest technologies	media & IT	aerospace & defense	consulting, scientific & engineering services
very good reputation	media & IT	consulting, scientific & engineering services	FMCG
work-life balance	consulting, scientific & engineering services	hospital management	media & IT



usa's sectors score best on these 3 EVP drivers.

1/2	top 3 EVP drivers		
sector	1	2	3
01 media & IT	uses latest technologies	financially healthy	very good reputation
02 FMCG	financially healthy	very good reputation	job security
03 aerospace & defense	uses latest technologies	financially healthy	salary & benefits
04 consulting, scientific & engineering services	uses latest technologies	financially healthy	career progression
05 hospitality & entertainment	financially healthy	very good reputation	uses latest technologies
06 pharmaceutical & healthcare	financially healthy	uses latest technologies	job security
07 hospital management	uses latest technologies	financially healthy	job security
08 industry & manufacturing	uses latest technologies	financially healthy	salary & benefits
09 transportation & logistics	financially healthy	uses latest technologies	job security
10 telecommunications	uses latest technologies	financially healthy	career progression



usa's sectors score best on these 3 EVP drivers.

2/2

top 3 EVP drivers

sector	1	2	3
11 motor vehicles, machinery & parts manufacturing	financially healthy	uses latest technologies	very good reputation
12 finance, banking, and financial services	financially healthy	uses latest technologies	career progression
13 HR	financially healthy	uses latest technologies	very good reputation
14 retail food	financially healthy	very good reputation	job security
15 other services	financially healthy	job security	very good reputation
16 insurance	financially healthy	job security	uses latest technologies
17 retail non food	financially healthy	very good reputation	uses latest technologies
18 restaurant	financially healthy	very good reputation	uses latest technologies



top



employers.

top employers in usa.

top 10 employers 2018

- 01 The Walt Disney Company
 - 02 Microsoft Corporation
 - 03 The Coca-Cola Company
 - 04 Oracle Corporation
 - 05 The Procter & Gamble Company
 - 06 Telephone and Data Systems, Inc.
 - 07 United Technologies Corporation
 - 08 United Parcel Service, Inc.
 - 09 Northrop Grumman Corporation
 - 10 Computer Sciences Corporation (CSC)
-

top 10 employers 2017

- 01 Microsoft Corporation
 - 02 The Walt Disney Company
 - 03 Computer Sciences Corporation (CSC)
 - 04 The Coca-Cola Company
 - 05 Agilent Technologies, Inc.
 - 06 Johnson Controls, Inc.
 - 07 L-3 Communications Holdings, Inc.
 - 08 The Boeing Company
 - 09 Textron Inc.
 - 10 Laboratory Corporation of America
-

usa's top companies

top 3 EVP drivers for the top 5 companies.

top 3 EVP drivers

top 5 companies	1	2	3
1 The Walt Disney Company	financially healthy	very good reputation	uses latest technologies
2 Microsoft Corporation	financially healthy	uses latest technologies	very good reputation
3 The Coca-Cola Company	financially healthy	very good reputation	job security
4 Oracle Corporation	uses latest technologies	financially healthy	salary & benefits
5 The Procter & Gamble Company	financially healthy	very good reputation	uses latest technologies



top employers by EVP driver.

EVP driver	1	2	3
attractive salary & benefits	Microsoft Corporation	Lockheed Martin Corporation	The Boeing Company
career progression	Microsoft Corporation	Westrock Company	Jacobs Engineering Group Inc.
financially healthy	Microsoft Corporation	The Walt Disney Company	The Coca-Cola Company
gives back to society	Westrock Company	Whole Foods Market, Inc.	Community Health Systems, Inc.
interesting job content	The Walt Disney Company	Microsoft Corporation	Westrock Company
job security	Microsoft Corporation	Westrock Company	Telephone and Data Systems, Inc.
pleasant work atmosphere	The Walt Disney Company	Westrock Company	Microsoft Corporation
uses latest technologies	Microsoft Corporation	Lockheed Martin Corporation	IBM (International Business Machines Corporation)
very good reputation	Microsoft Corporation	The Walt Disney Company	Westrock Company
work-life balance	Gerdau USA Inc.	Westrock Company	Jacobs Engineering Group Inc.



deep dive

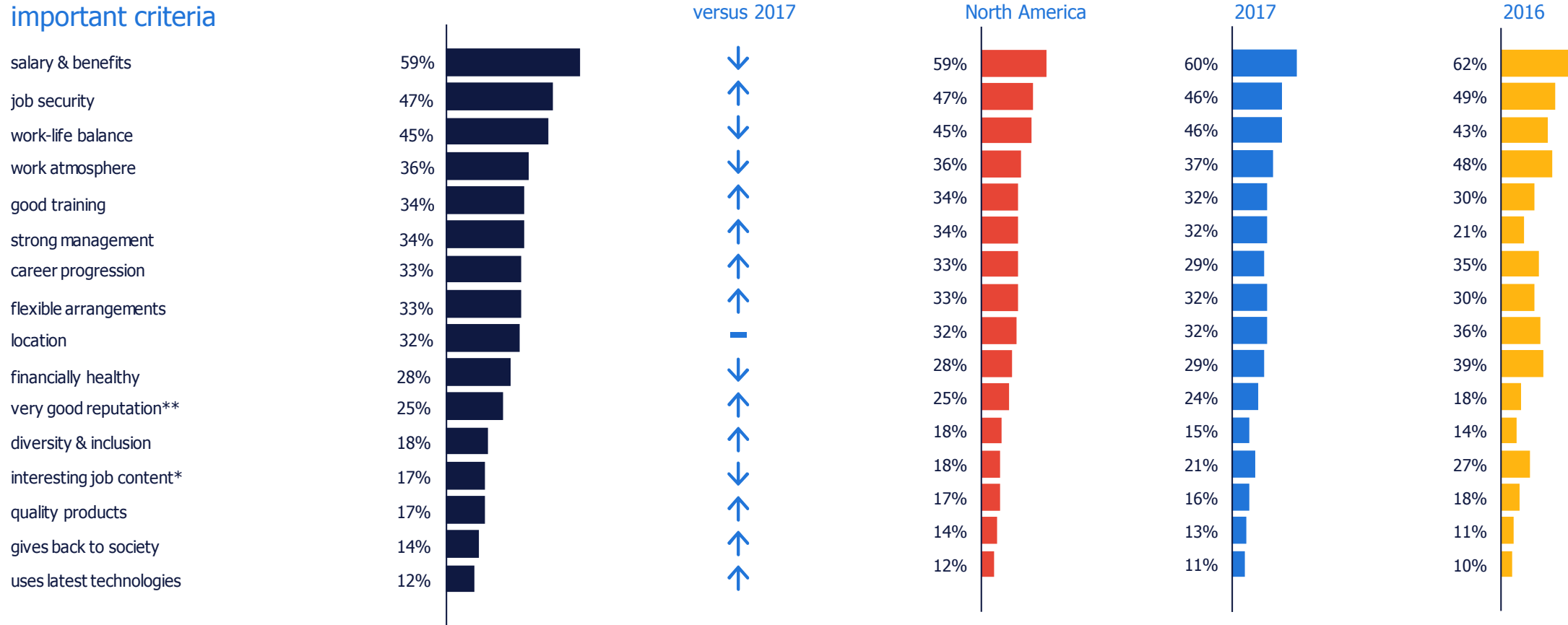
appendix 1.



what potential employees want

the most important criteria when choosing an employer.

important criteria

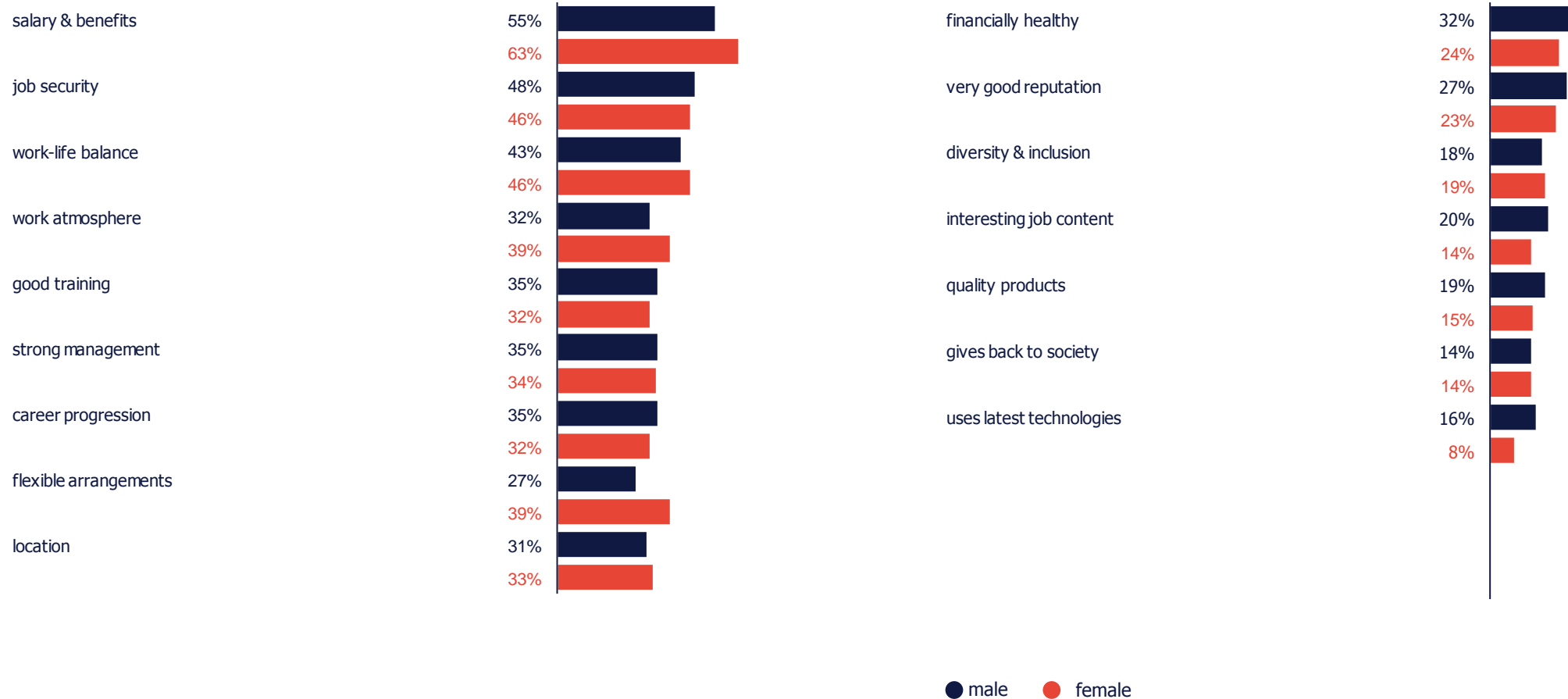


characteristics highest rated by the labor force. stressing these elements or improving them is critical for your EVP because they contribute most to the strength of your employer brand.

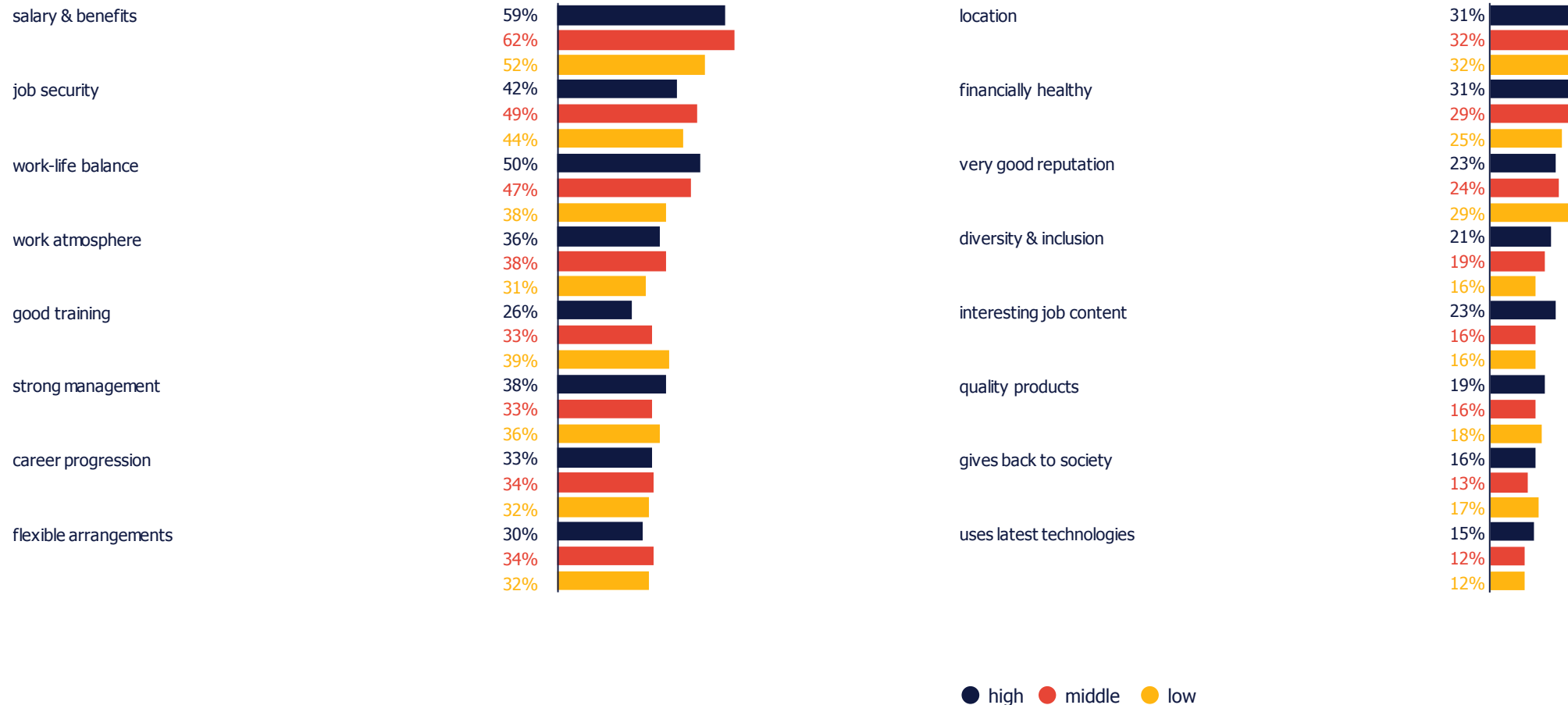
*2017: work that is stimulating and challenging/ **previous years: strong image/strong values



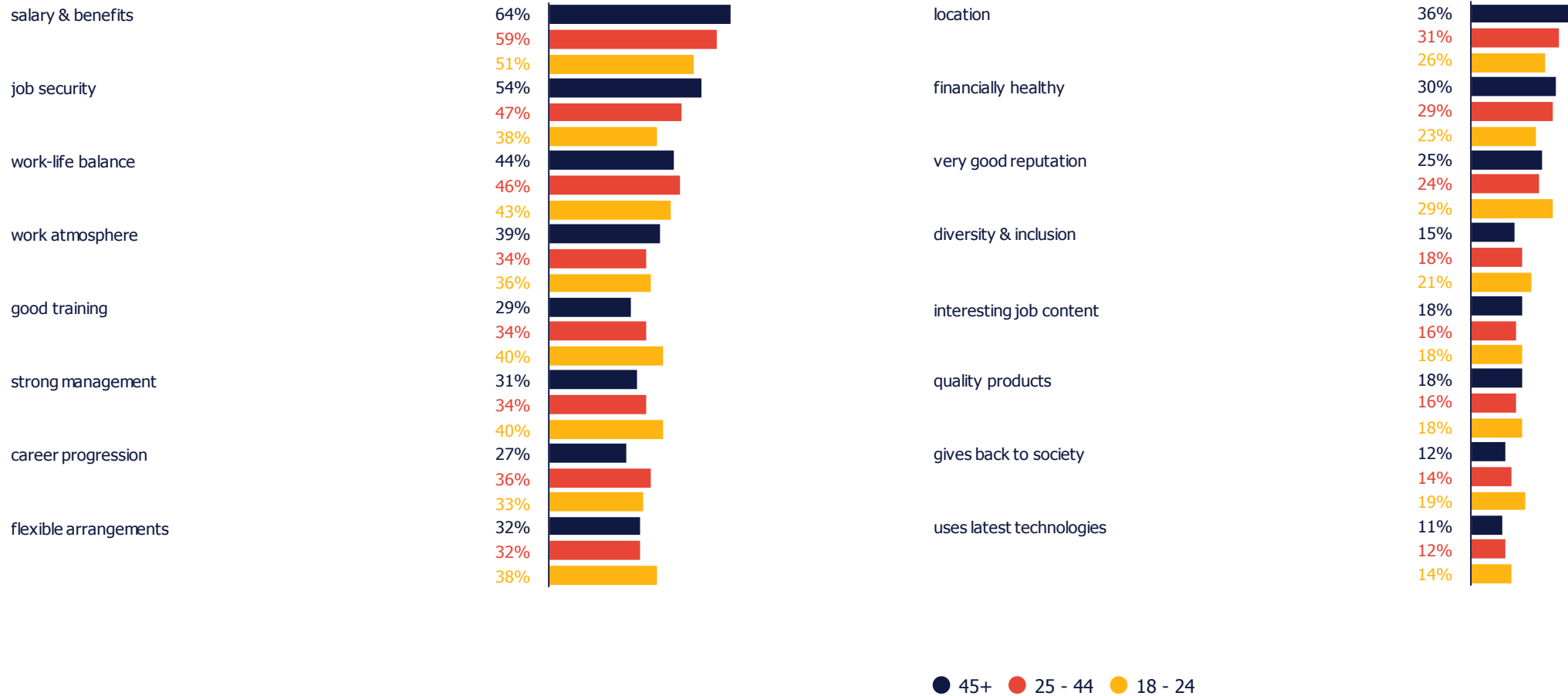
EVP driver importance by gender.



EVP driver importance by education.



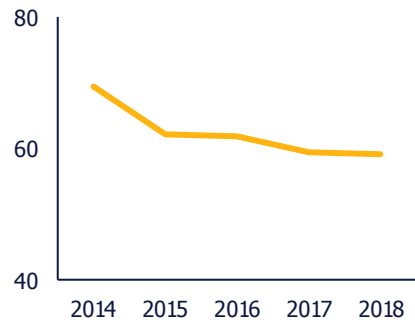
EVP driver importance by age.



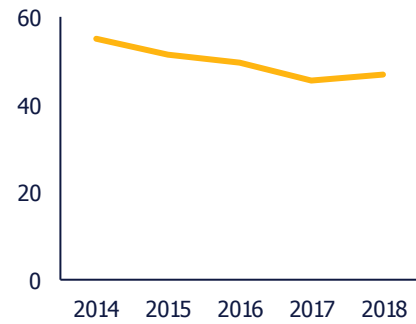
EVP driver importance trends, total.

1/2

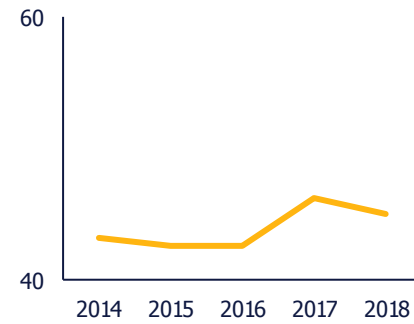
salary & benefits



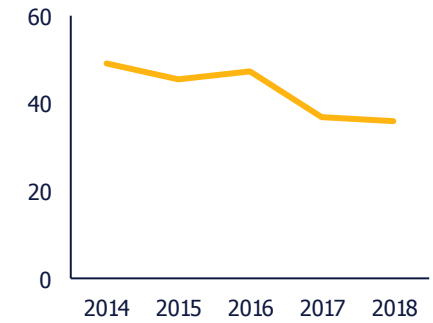
job security



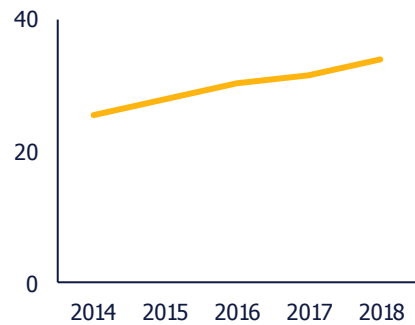
work-life balance



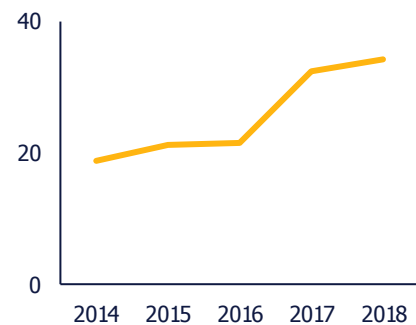
work atmosphere



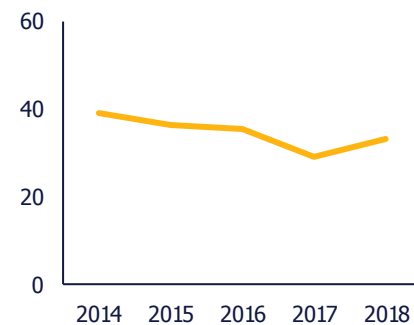
good training



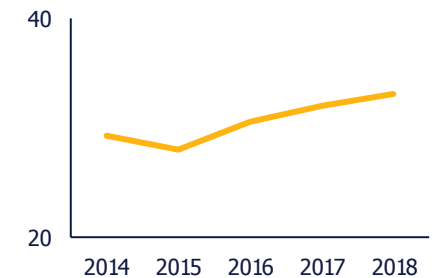
strong management



career progression



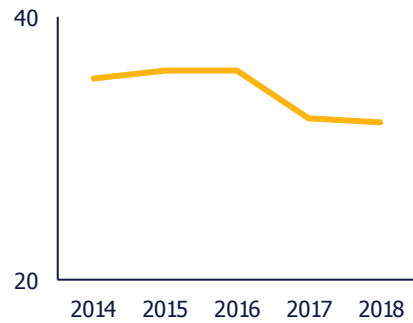
flexible arrangements



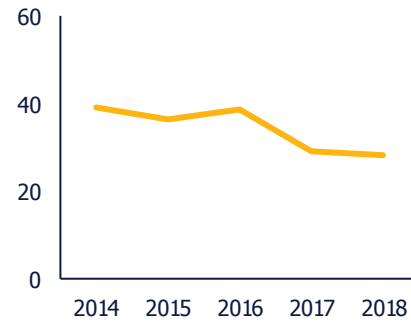
EVP driver importance trends, total.

2/2

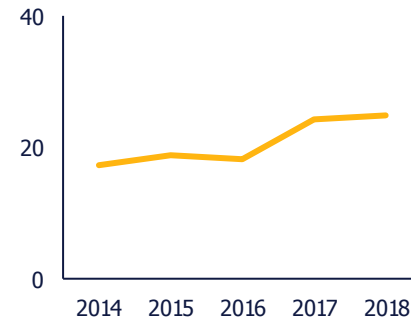
location



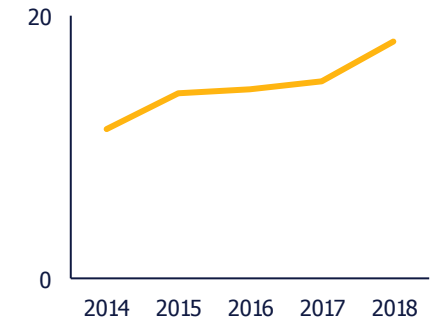
financially healthy



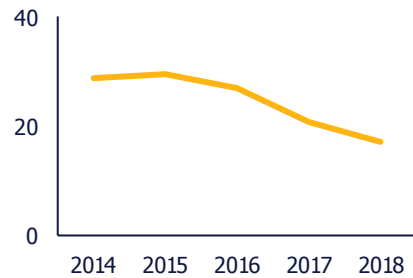
very good reputation



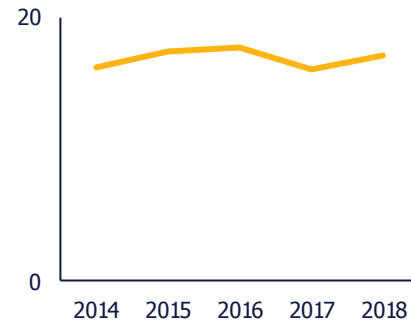
diversity & inclusion



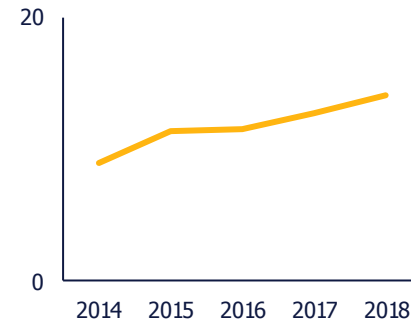
interesting job content



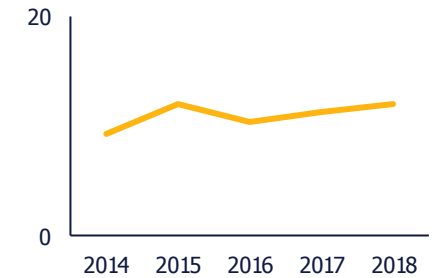
quality products



gives back to society



uses latest technologies



methodology



appendix 2.

methodology

why smart sampling?

In the past, companies were evaluated by 140 to 1400 respondents. Having analysed the data and error margins, it was concluded that a large sample was not necessary when reliable data can also be obtained with a smaller sample size. Therefore, since REBR 2017 companies are evaluated between 140 and 400 respondents. The actual number of evaluations per company depends on the awareness of the company.

The error margin is determined by the % of respondents giving a certain answer and the sample size to which the question has been asked. The highest error margin occurs when 50% of the respondents give a certain answer. The error margin is lower when 30% (or 70%) of the respondents give a certain answer.

example

140 respondents have evaluated company X. Of these 140, 50% find the company nice to work for. Taking the error margin at $n=140/50\%$ into account, the real answer lies between 42% and 58%.

400 respondents have evaluated company Y and of these 400, 50% finds the company nice to work for. Taking the error margin at $n=400/50\%$ into account, the real answer lies between 45% and 55%.

1200 respondents have evaluated company Z and of these 1200, 50% finds the company nice to work for. Taking into account the error margin at $n=1200/50\%$, the real answer lies between 47% and 53%.

Therefore, the difference in error margin is very small between $n=1200$ and $n=400$ evaluations per company (5% margin vs 3% margin at the most). As such it can be concluded that maximum 400 evaluations per company are sufficient in order to determine a reliable attractiveness per company.

In practice, this means that every company with an awareness over 35% will have max 400 respondents evaluating the company. Companies with an awareness below 35% will be evaluated by 140 to 400 people (depending on awareness).



source bibliography.

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3 JWTInside, "The Evolving Culture-scape and Employee Expectation" Research Study 2014, High Performance Employees

<https://www.slideshare.net/JWTINSIDE/culture-scape-1028-sm>

4 Harvard Business Review, A Bad Reputation Costs a Company at Least 10% More Per Hire

<https://hbr.org/2016/03/a-bad-reputation-costs-company-at-least-10-more-per-hire>

5 HR in Asia, Do You Think Your Employer Brand Can Be Ruined by Social Media?

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company specific slide.

your company

- What does it do/ what is it known for
- Active in x countries: name countries

few facts about their EVP (if any)

- Abc
- Abc

how can the RS consultant help them

- Ipienit re laceatu riateni temquis coraectem volorro totasi ipsam dis sum quissinvenis enisti ut faccae.
- Obita qui qui as modisque pos est re, officataque dem ut atur sum nis assi nimo vollab ilit ratus, vid ut volo rem la idebis etur ressi deri dolo bearum remporenis.
- Alita ex ellupta tecusam que non repuda nimpe solum am dolecti re il ipsam fugiam volorum quam.



let's talk.

Our research has many insightful, but complex insights so we'd love the opportunity to walk you through this document, share our thoughts and answer any questions you might have.



name organization
name contact
person



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person



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person



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person



randstad

human forward.

